

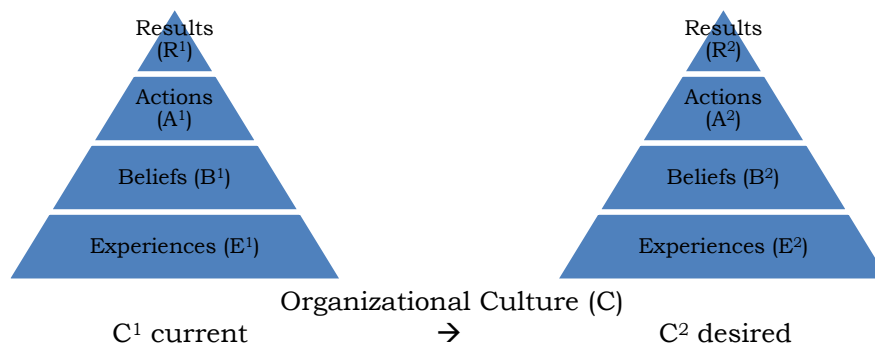
Change the Culture, Change the Game:

The Breakthrough Strategy for Energizing Your Organization and Creating Accountability for Results

Book's Argument: Organizational culture is the way people think and act...experiences, beliefs, actions. The authors contend that the most effective culture is a Culture of Accountability – see it, own it, solve it, and do it. This type of culture is best achieved through mechanisms that **empower people** to begin “starring in the solution” and to never stop asking “What else can we do?”



Key Takeaways:



By and large, people do what you ask them to do. Therefore, it is necessary to determine (define) R²: difficulty – direction – deployment – development. Introducing R² throughout the organization to create accountability, or a foundation of ownership, to achieve R² (through feedback and assessment) becomes the next logical step.

As all behavior is rewarded, we need to understand why someone is doing something by discovering their beliefs about what they think will occur as a result of either taking or not taking a particular action. If we change people's beliefs about how they should do their daily work (B¹) and help them adopt the new beliefs (B²) we want them to hold, we will produce the actions (A²) we want them to take. Lastly, it is fruitful to provide experiences that instill the right beliefs. Each interaction we have with others in the organization creates an experience that either fosters or undermines desired B² beliefs. As beliefs are in the mind of the observer, we must never underestimate the power of conscious and deliberate interpretation. Plan it, provide it, ask about it, and interpret it to provide E² experiences.

Three culture management tools are most applicable to this effort. First, feedback must be appreciative and constructive – candid, clear, and complete. Storytelling is useful to describe experiences and convey beliefs about what is important. Lastly, recognition is the visible acknowledgment of the steps forward that are centered on cultural beliefs.

Three culture leadership skills are also germane. As culture change must be led, we must lead the change. We must respond to feedback. Lastly, we must be facilitative and get everyone to engage in meaningful dialogue by asking: What do you think? Why do you think that? What would you do?

Best Quotes: “Your organizational culture produces the results you are getting.” “If you need a change in results, then you need a change in culture.” “Nothing gets people to change the way they act faster than getting them to change the way they think.” “Alignment is common beliefs and concerted action in collective pursuit of a clear result.” – Connors & Smith

Why it's important: Making the case for change incorporates the following best practices to make it: **Real, Applicable** to your audience, **Simple** and repeatable, **Convincing**, and a **Dialogue**. Having made the case, one may begin to enroll the entire organization by: 1) starting with accountability, 2) getting people ready for the change, 3) beginning with the relative top and intact teams, 4) establishing a process control and keeping it honest, and 5) designing for maximum involvement and creativity. By moving beyond merely optimizing current performance and steaming toward transforming organizational results, organizational culture changes and, therefore, so does the game!